

TORONTO PRESCHOOL SPEECH AND LANGUAGE SERVICES

GOVERNANCE BOARD

DRAFT

AGENDA ITEM # 5.1

ROLES AND RESPONSIBILITIES REVISED JANUARY 2006

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1. STRATEGIC PLAN: VISION, MISSION AND VALUES: (Developed in October 2001):

The Vision, Mission and Values were developed as part of a three-step Strategic Planning process held in 2001. The initial activity was a special meeting of the Governance Board where the Vision, Mission and Value statements were drafted. The second part of the process was a facilitated community forum, which included a SWOT analysis and identification of priorities for the system over the next five year period. This was followed by a joint meeting of the two Operations Committees and the Governance Board, also facilitated by an outside consultant. This final session was used to create the final version of the Vision, Mission and Values including identification of the Objectives related to each of the Values in the Plan.

1.1 Vision Statement:

Toronto Preschool Speech and Language Services is committed to ensuring that all children in the City of Toronto achieve their optimal communication development.

1.2 Mission Statement:

To provide exemplary early identification and intervention services responsive to cultural and linguistic diversity, in partnership with community agencies and families, to enable all preschool children in Toronto to reach their highest communication potential.

1.3 Value Statements:

a) Partnerships:

TPSLS values sharing responsibility with all its stakeholders--families, caregivers, community, service providers and funders-- for the development of the communication skills of preschool children, through partnerships which:

- Empower families
- Provide skill-building opportunities
- Create a network of services
- Build upon existing services and resources
- Ensure that the system is integrated and coordinated with the broader system of community service providers for children and families in Toronto

b) Excellence:

TPSLS values excellence in service delivery, that is family-centred, through:

- A commitment to evidence-based practice
- The provision of a range of services that are flexible and responsive to the individual needs of children and families
- A timely delivery of services
- A commitment to innovative service delivery and continuous improvement
- A commitment to research and evaluation

c) Inclusiveness:

TPSLS values services that include all children and their families and which:

- Are community based
- Address the ethno-cultural, linguistic and racial diversity of the community
- Address all levels of ability
- Provide French language services
- Ensure that services and supports are available in the family's local community
- Enhance public awareness

d) Accountability:

TPSLS values accountability to all its stakeholders through:

- Community consultation and representation
- An effective governance structure:
 - Transparent operating principles
 - Well-defined strategic directions
 - Fiscally responsible management
- Maximizing the use of all resources to provide the most effective service delivery
- Advocacy

1.4 Goals and Objectives:

GOAL #1: DEVELOP AN EFFECTIVE ORGANIZATION WITH A STRONG AND ACCOUNTABLE GOVERNANCE STRUCTURE

OBJECTIVES:

- 1.1 Ensure that there is an effective planning process which includes:**
 - a) input from stakeholders**
 - b) effective measures of goal attainment and outcomes**
 - c) establishment of an annual operational work plan reflecting the strategic directions and priorities**
- 1.2 Develop and implement a communication plan, describing the Strategic Plan and which will include a published annual report, to present to all stakeholders and partners.**
- 1.3 Develop a recruitment strategy to fill all the vacant positions on the Governance Board.**
- 1.4 Develop a reporting structure which utilizes system data to create annual and quarterly service and financial reports:**
 - a) Conduct annual review of service statistics which will allow for strategic decisions to be made to react to system service shortfalls, trends in the target community and other issues that may arise each year.**
 - b) Establish annual system and Quadrant service targets based on existing resources**
- 1.5 Ensure that the new Infant Hearing Program is fully integrated into the System structure and planning process.**

GOAL #2: DEVELOP EFFECTIVE HUMAN RESOURCE POLICIES WHICH ADDRESS ISSUES OF STAFF RECRUITMENT, RETENTION AND DIVERSITY:

OBJECTIVES:

- 2.1 Develop an effective recruitment strategy to fill staffing vacancies.**
- 2.2 Ensure the recruitment strategy supports the timely roll out of the Infant Hearing Program.**
- 2.3 Ensure that the System maintains a highly qualified work force.**

- 2.4 **Establish consistent anti-discrimination and affirmative action hiring policies which result in hiring of staff from a variety of cultural backgrounds, including deaf and hard of hearing staff.**
- 2.5 **Develop System policies and procedures to ensure continuous staff development and education**
- 2.6 **Expand ongoing student placements for Speech-Language Pathologists, Communicative Disorders Assistants, Early Childhood Educators, Audiologists, Sign Language Interpreters and Teachers of the Deaf within the System.**
- 2.7 **Advocate with Universities/Colleges and CASLPO/OSLA for:**
 - a) Increased class sizes for SLP programs
 - b) Curriculum changes that reflect the new community based approaches to service delivery for preschool children with speech, language and hearing impairments.
- 2.8 **Provision of ongoing professional development for System staff and provision of training opportunities for community partners, caregivers and family physicians.**

GOAL #3: PROVIDE EXCELLENT FAMILY-CENTRED, TIMELY AND FLEXIBLE SERVICES, FOUNDED ON EVIDENCE-BASED PRACTICE, CONTINUOUS INNOVATION AND IMPROVEMENT IN SERVICE DELIVERY

OBJECTIVES:

- 3.1 **Develop a framework for ongoing research and evaluation of evidence-based, cost-effective practice.**
- 3.2 **Identify and evaluate current service delivery models in terms of:**
 - Outcome measurement
 - Client Satisfaction
- 3.3 **Utilize available evidence-based practice information for:**
 - ongoing evaluation of service delivery practice in the System
 - dissemination to staff as professional development
- 3.4 **Use existing data to inform decisions, establish guidelines and determine optimal service loads and guidelines**
- 3.5 **Investigate innovative and effective service delivery practices and programs in other jurisdictions, provincially, nationally and internationally.**
- 3.6 **Ensure that there is an effective transition plan in place for children moving from the Preschool Speech and Language service system to the school system.**

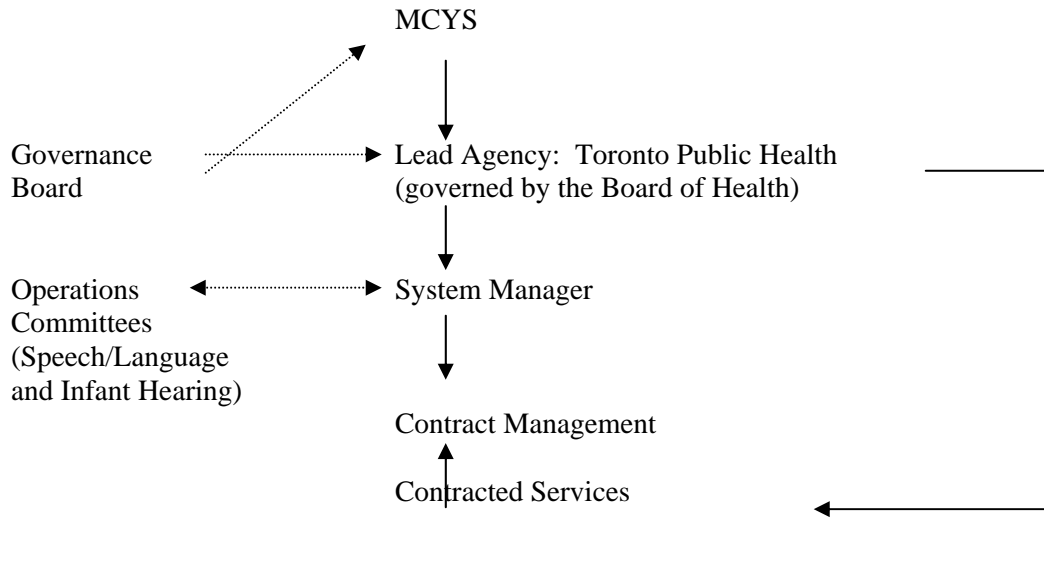
GOAL #4: WORK IN PARTNERSHIP WITH COMMUNITY AGENCIES, ORGANIZATIONS AND PARENTS TO PLAN, IMPLEMENT AND EVALUATE TORONTO PRESCHOOL SPEECH AND LANGUAGE SERVICES WITHIN A FRAMEWORK OF ACCESS AND EQUITY AND INTEGRATED EARLY YEARS SERVICE DELIVERY

OBJECTIVES:

- 4.1 Define and establish the partnerships necessary to implement the Infant Hearing Screening Program.**
- 4.2 Integrate Toronto Preschool Speech and Language Services into the community planning and service infrastructure for the early years initiatives in the City of Toronto.**
- 4.3 Ensure partnerships include organizations that support ethno-racial and cultural communities**
- 4.4 Identify mechanisms for parent participation in program planning and evaluation**
- 4.5 Continue to build a community outreach and public awareness campaign for both the Speech and Language Program and the Infant Hearing Program**
- 4.6 Ensure governance structure and membership reflects commitment to partnership and diversity**

2. TPSLS SYSTEM STRUCTURE AND REPORTING RELATIONSHIPS

2.1 Reporting Relationships: (organization chart)



2.2 Accountability

In the TPSLS structure the primary legal accountability, as expressed in a contractual funding agreement is between the Lead Agency and the Ministry of Children and Youth Services (MCYS).

The Lead Agency is appointed by the MCYS on the advice of the Governance Board. For TPSLS the Lead Agency is Toronto Public Health. The Lead Agency, through the System Manager, is accountable for the performance of TPSLS.

The System Manager, reports to and is accountable to a Toronto Public Health Healthy Families, Child Health, Director, for his/her role in managing both the service contracts and the services provided directly by Toronto Public Health. These service contracts are negotiated in accordance with the City of Toronto legal and financial procurement protocols and signed by both the Medical Officer of Health for Toronto Public Health, who is the legal authority of Toronto Public Health/City of Toronto and the service provider. The legal accountability and liability is clearly defined between the two parties.

2.3 Legal Status of the Governance Board

The GB has no formal legal standing(i.e., separately incorporated) and as such has no legitimate authority over the Lead Agency, System Manager, or the service providers.

However, the Lead Agency is committed to taking advice from the GB on service delivery and policies of the TPSLS through recommendations and/or identifying possible issues for review, to the MCYS, Lead Agency and/or Toronto Board of Health. Although the MCYS asks the GB to be co-signatories to certain documents (e.g., financial/budget reports) or agreements this indicates support or endorsement not official approval, liability or responsibility. The Governance Board is in effect an advisory body. GB members are not legally accountable nor liable for any recommendations or outcomes related to those recommendations.

3. GOVERNANCE BOARD ROLE AND RESPONSIBILITY:

3.1 Role:

The GB acts as a policy and planning advisor to the Lead Agency of Toronto Preschool Speech and Language Services, with a vision to the future. The GB will provide strategic and proactive leadership by focusing on intended long term impacts on the community. This advisory role will be accomplished by:

- Setting the Strategic Direction for TPSLS by providing advice and endorsement of strategic plans, vision, mission, values and strategic directions as well as developing evaluation criteria;
- Advising the Lead Agency and the System Manager in providing stewardship over TPSLS
- Championing early communication development in the City of Toronto
- Facilitating community ownership of the Preschool Speech and Language System
- Providing linkages with other existing planning and co-ordinating bodies and networks
- Providing Advice to the Lead Agency on high level budgeting, e.g.:
 - Recommendations related to allocation of budget surplus;
 - Review of annual budgets and financial statements
 - Establishing priorities for spending that reflect the Strategic Plan;
 - Advocating to MCYS regarding appropriate funding levels and service targets
- Supporting and monitoring the Lead Agency in its performance and implementation of the Strategic Plan and the work plan that arises from the Strategic Plan
- Reviewing policies related to the monitoring of outcomes and direction setting for the System and the Lead Agency
- Providing strategic advice rooted in community perspectives
- Communicating feedback to the Lead Agency and, when necessary or appropriate, to the Ontario Ministry of Children and Youth Services, with a view to influencing the direction and quality of TPSLS
- Advocacy role related to broader PSLs/IHP issues

3.2 **TERMS OF REFERENCE:**

MEETINGS:

Governance Board meetings will be held quarterly, at a minimum. The System Manager works with the chair of the GB to develop the agenda. Any member may put an item on the agenda.

The GB meetings will follow this cycle in terms of standing agenda items at the following meetings:

1. **September Meeting:**
 - a. Finance Report—Review for information and discussion the end of year settlement reports for both programs
 - b. Evaluation and Research—report for information and discussion
 - c. Education Component—present on system feature (there will be one presentation at each GB meeting, alternating between IHP and PSL.)

2. **October Meeting—Annual Meeting—Open to the Community**
 - a) Disseminate the TPSLS Annual Report
 - b) Presentation/Education Item
 - c) Special awards as appropriate

3. **November Meeting:**
 - a. Service Performance Review—report on service stats for the first half of the fiscal year—for information and discussion
 - b. Financial Projections for current fiscal year—review and approve action plans
 - c. Nominations Committee report—recommendations for filling positions for the upcoming calendar year presented and approved
 - d. Media/Public Relations –update and information
 - e. Education Component

4. **February Meeting:**
 - a. New Members inducted
 - b. Financial Projections for current Fiscal Year—for information
 - c. New Budget presentation --for approval
 - d. Present proposed new annual system targets—for approval
 - e. Education Component

5. **June Meeting:**
 - a. Annual Performance Report—for discussion and approval
 - b. Lead Agency Monitoring Report:
 - i. Performance monitoring --system partners—for discussion and approval and/or action

 - ii. Report on invoice management and contracts—Lead Agency –for information
 - c. Strategic Plan—Review and update
 - d. Elect/appoint Nominations Committee for the coming year
 - e. Education Component

INFORMATION AND REPORTING:

The Governance Board will receive reports from the System Manager and Lead Agency in advance of all meetings. Types of reports that will be prepared include but are not limited to:

- a) Annual Operating/Service Report –review of past year’s performance and recommendations for the upcoming year.
- b) Annual Budgets and Resource Allocations
- c) Service Targets
- d) performance reports and analysis
- e) Ad hoc requests for information from the System Manager, Toronto Public Health or either one of the Operations Committees.

DECISION MAKING:

Members will vote based on their best judgement taking into consideration the Strategic Plan of TPSLS. The Governance Board will work toward attaining consensus in decision-making, however, final decisions will be made by majority vote.

All Governance Board recommendations will be decided by a majority vote, assuming a quorum is present. In this regard, the Chairperson will have a casting vote. A quorum is 50% of the voting membership plus one. Every effort will be made to ensure that there is a quorum present for all significant votes. This may include use of teleconference equipment to include members who are not able to attend the meetings in person. Proxy votes will also be accepted as long as the member has had a chance to review the pertinent material before casting his/her vote. Dissenting votes and abstentions will be recorded.

The Governance Board may decide to establish subcommittees or work groups to address specific issues or tasks as needed.

CONFLICT RESOLUTION:

Governance Board members will attempt to resolve conflicts through the normal governance procedures. Should a conflict arise that cannot be resolved in this way, the Governance Board can request input/arbitration from the Lead Agency or from the MCYS.

CONFLICT OF INTEREST:**

Governance Board members are expected to conduct themselves with personal integrity, ethics, honesty, and diligence in performing their duties as members of the TPSLS Governance Board. Members are required to support and advance the Strategic Plan of the TPSLS, and avoid placing themselves in situations where their personal interests actually or potentially conflict with the directions of the TPSLS.

A conflict of interest is defined by a situation where private interest or personal considerations may affect a member’s judgement in acting in the best interests of TPSLS. It includes using the member’s position and confidential information for private gain or to advance personal agendas. A conflict may occur when an interest benefits anyone of

the member's family, friends or employer. If members or their family, friends or business associates have a personal or financial interest that might present a conflict or bias in connection with their duties as a member of the Governance Board, they must declare a conflict of interest at the beginning of the meeting and excuse themselves from voting on the related recommendations.

Once a conflict of interest is declared, the affected members must not represent or advise the System on any related matters.

****Adapted from the City of Toronto Conflict of Interest Document (August 4th, 2000) Available on the City of Toronto Web Site.**

CONFIDENTIALITY:

Governance Board members will respect the confidentiality of the group's decisions and respect differing opinions held by other members of the Board.

MEMBERSHIP:

Voting Members will include:

- Community Services (3)
 - Examples-- (1) Toronto Children's Services, (2) Healthy Babies Healthy Children (3) Ontario Early Years Centres
- Education (2)
 - Consisting of a representative from the speech and language/deaf-hard of hearing home visiting departments of the Public and Catholic School Boards
- Research (1)
 - Consisting of a representative from University of Toronto
- French community (1)
 - Representative from French Language Committee
- Health (1)--physician
- Parents (2) --one from PSL and one from IHP
- Commerce and Industry (1)
- Operations Committee for the Speech-Language Services--2
- Operations Committee of the Infant Hearing Program --2

b) Ex-Officio Members will include:

- Lead agency (1)
- System Manager (1)
- IHP Supervisor (1)

With respect to the above membership, attention will be paid to ensuring that the Governance Board membership reflects the following perspectives:

- Speech-language expertise
- Early childhood education
- Access and equity

- Community linkages
- Deaf/hard of hearing community

TERM:

Members will serve a term of 3 years, renewable for an additional term, unless the Board votes otherwise. However, the membership of the governance board will ensure that terms overlap so that no more than 33% of the membership turns over at the same time. The term of office is from January to December (calendar year).

NOMINATION PROCESS

A subcommittee of the Governance Board will review membership nominations and bring recommendations to the full board for appointment at the November meeting.

Nominations/Membership Subcommittee:

1. Members of the nominations subcommittee are elected by the Governance Board on a schedule that coincides with the need to include new board members
2. The subcommittee will consist of 2-3 members of the governance board and will be chaired by the Vice Chair of the GB.
3. If vacancies arise, the nominations subcommittee, with input from the governance board, will develop a list of groups that could be approached to nominate members

RESPONSIBILITIES OF GOVERNANCE BOARD MEMBERS:

The following outlines the key responsibilities of members:

1. Will read and review minutes and staff reports prior to each meeting
2. Will attend meetings regularly. Members who fail to attend 3 meetings in a row without explanation will be contacted by the Chair to determine continued commitment.
3. Will inform the Chair or System Manager if unable to attend a meeting. If possible will attempt to participate via teleconference if unable to attend in person.
4. Will notify the Chair of need to resign from the GB, at least three months in advance if possible. If representing a sector or specific agency will inform the Chair of recommended replacement.
5. Will participate as fully as possible at GB meetings.
6. Will provide input to formal and informal decisions and will vote on all formal motions.
7. Will complete and discuss meeting evaluation questionnaire at the conclusion of each meeting.

RESPONSIBILITIES OF THE CHAIR AND VICE CHAIR:

The Chair will:

1. Chair all GB meetings
2. Work with the Manager and Lead Agency to develop an agenda for each meeting
3. Sign off on all budget reports submitted to the Ministry once approval has been obtained at GB
4. Receive resignations and nominations of new members as required
5. Meet with the Lead Agency staff and Ministry to review issues and concerns when appropriate

The Vice Chair will:

1. Chair meetings in the absence of the Chair person
2. Chair the Nominations Committee

APPENDIX A LEAD AGENCY ROLE AND RESPONSIBILITY

The mandate of the Lead Agency, through the System Manager, is to ensure implementation of the system in accordance with the MCYS guidelines, Governance Board Strategic Directions and Corporate Lead Agency policies and procedures. The Lead Agency is legally accountable and has the authority to flow funds and enter into contractual agreements with service providers. The Lead Agency is responsible for managing funds and contracts in accordance with the provincial funding agreement. A summary of the role of the Lead Agency includes:

Fiscal Responsibility

- Financial reporting to the MCYS and the City of Toronto
- Budget development, resource allocations, monitoring ,auditing
- Identify and make recommendations concerning surplus expenditures.
- Purchasing in accordance with corporate policies and procedures

Contract Management

- Negotiating and developing contracts with service agencies in the community.
- Performance review of contracting agencies vis-à-vis the targets set in the contracts.
- Ensuring that the contracts reflect the Strategic Directions of the Service System as set out by the Governance Board.

Program Management

- Ensuring that the Service System sets service standards and best practice policies reflecting the Strategic Plan of the System as set out by the Governance Board.
- Hiring and evaluating System Manager.
- Reviewing and revising structure of System as necessary, to address service issues, with input and advice from the Governance Board.

APPENDIX B SYSTEM MANAGER ROLE AND RESPONSIBILITY

Day-to-day operations and contract management functions are the responsibility of the Lead Agency within the Healthy Families, Child Health Service Area. The Director of this service area delegates responsibility to the System Manager.

Managing Contracts

- Negotiate and develop the contracts with service agencies in consultation with the City of Toronto Legal Services Department.
- Negotiate annual service targets and Monitor performance of contracting agencies in achieving targets and in providing services as set out in the contracts.
- Provide support to contracting agencies in meeting targets.

Making Service Delivery Decisions

- Address strategic directions as set out in the Strategic Plan.
- Prepare annual work plans
- Consult with the Lead Agency Director in making decisions outside approved frameworks and policies.
- Identify system wide issues and facilitate problem solving with the input and participation of the Operations Committees.
- Management of the System data base

Technical and Professional Advice

- Provide technical and professional advice to Lead Agency, contract agencies and community partners.

Staff supervision of:

- Supervisor of the IHP
- Clerical and data entry staff in the two programs

**APPENDIX C
PARTICIPATING AGENCIES—PSL
(Receiving funding from TPSLS)**

West Quadrant: The George Hull Centre—Local Coordinating Agency

Rexdale Community Health Centre	Yorktown Child and Family Centre
Etobicoke Children’s Centre	Humber River Regional Hospital
Macaulay Child Development Centre	Silver Creek Nursery School
Lakeshore Area Multiservice Project (L.A.M.P.)	Community Living Toronto

East Quadrant: Rouge Valley Health System—Local Coordinating Agency

Aisling Discoveries Child & Family Centre
The Scarborough Hospital--General Division

South Quadrant: The Hanen Centre—Local Coordinating Agency

North Quadrant: North York General Hospital—Local Coordinating Agency

Toronto-Wide Community Partners:

Bloorview MacMillan Children’s Centre	Geneva Centre For Autism
Surrey Place Centre	
Toronto Children’s Centre	